

STRATEGIC THEME 4: *Safety Imperative.*

We will minimize the risk of serious injury and continuously strengthen our safety culture.

GOAL	GOAL DESCRIPTION	ACTIONS
4.1	Move from a "dependent" safety culture to an "independent" one	4.1.1 Stand up a representative Operations Excellence Council with initial focus on safety.
		4.1.2 Establish and communicate division-specific safety principles.
		4.1.3 Integrate safety considerations as an essential element of our strategic thinking.
		4.1.4 Publicly recognize positive steps forward in our safety culture.
		4.1.5 Increase use of an inclusive, all-level team approach to establish safety practice and policy.
4.2	Increase healthy communication with the goal of deepening our collective understanding of safety	4.2.1 Convene dialogue sessions concerning difficult safety topics.
		4.2.2 Encourage safety-related dialogue between and among all levels within the division.
		4.2.3 Craft and deliver safety messages well tuned to the needs of different division audiences.
4.3	Explore the concept of predictive safety	4.3.1 Define and pilot a set of leading safety-related indicators.
		4.3.2 Partner with Division 4000 and outside experts to design a system capable of predicting increased risk of experiencing a negative event.
4.4	Practically improve implementation of Engineered Safety and Work Planning & Control (WP&C)	4.4.1 Execute the division safety case reviews planned for FY16, incorporating lessons learned from FY15 safety case reviews.
		4.4.2 Streamline our joint implementation of Engineered Safety and WP&C.
		4.4.3 Pilot with the Sandia Field Office a more collaborative oversight model for operations.

Message from Rob Leland

I am pleased to present this summary of the Division 1000 Science and Technology Strategic Plan. This plan was created with considerable participation from all levels of management in Division 1000, and is intended to chart our course as we strive to contribute our very best in service of the greater Laboratory strategy.

The plan is characterized by four strategic themes: Mission Engagement, Bold Outcomes, Collaborative Environment, and the Safety Imperative. Each theme is accompanied by a brief vision statement, several goals, and planned actions to support those goals throughout FY16.

I want to be clear that this is not a strategy to be pursued in tension with the Laboratory strategic plan. Rather, it is intended to describe "how" we intend to show up for the "what" described in Sandia's Strategic Plan.

I welcome your feedback and look forward to our dialogue about these strategic themes. Please join me as we move forward to implement the plan in the coming year.

Rob Leland
Vice President, Science & Technology
Chief Technology Officer

1/12/2016

Division 1000 Strategy for FY16

Sandia National Laboratories is a multi-mission laboratory managed and operated by Sandia Corporation, a wholly owned subsidiary of Lockheed Martin Corporation, for the U.S. Department of Energy's National Nuclear Security Administration under contract DE-AC04-94AL85000.

STRATEGIC THEME 1: *Mission Engagement.*

We will increase our collaboration at the strategic level with mission efforts across the Lab.

GOAL	GOAL DESCRIPTION	ACTIONS
1.1	Understand current state of our Mission Area/ Program Management Unit (PMU) engagement	<p>1.1.1 Interview key members of the mission community to understand their view of the contributions we currently make to mission.</p> <p>1.1.2 Identify barriers to strategic engagement between research and mission communities.</p>
1.2	Organize for more strategic engagement with mission	<p>1.2.1 Ensure every PMU and Mission Area strategy team has at least one Division 1000 director and that all Division 1000 directors have such a role. Further support this intent with senior managers and senior scientists serving individually or in deputy roles.</p> <p>1.2.2 Align Division 1000 Mission Area strategic engagement with the new Strategic Objective 1.</p> <p>1.2.3 Create a forum to communicate across Division 1000 best practices with regard to mission engagement.</p>
1.3	Create, communicate, and execute a strategic engagement plan	<p>1.3.1 Develop a coordinated R&D investment plan that is aligned with Lab, Mission Area, and division strategies and with the Bold Outcomes theme.</p> <p>1.3.2 Demonstrate continuously increasing science & technology impact on the Annual Assessment Review process.</p>

STRATEGIC THEME 2: *Bold Outcomes.*

We will increase our ability to take thoughtful risks with the goal of more frequently achieving transformative breakthroughs.

GOAL	GOAL DESCRIPTION	ACTIONS
2.1	Assert national leadership in differentiating capabilities for national security	<p>2.1.1 Create and pilot a model for strategic management of capabilities.</p> <p>2.1.2 Collectively develop and begin implementation of strategic plans for CHIP², ICF/HED, National Strategic Computing Initiative, Research Reactor Facility, and Additive Manufacturing.</p>
2.2	Enhance mission impact through execution of our research strategy	<p>2.2.1 In collaboration with a Mission Area, develop at least one road map for a decadal challenge that can be addressed through coordinated Research Challenge and Grand Challenge efforts.</p> <p>2.2.2 Re-examine LDRD structure with intent to better support strategic and bold outcomes.</p>
2.3	Establish Sandia's strategic academic alliance	<p>2.3.1 Execute at least one example each of the Academic Alliance goals:</p> <ul style="list-style-type: none"> Define the future of engineering for national security Conduct joint strategic R&D Substantially increase recruiting from Alliance schools
2.4	Encourage a culture of thoughtful risk taking and bold action	<p>2.4.1 In collaboration with staff and management, identify opportunities for enhancing boldness across Division 1000.</p> <p>2.4.2 Identify key program/technical areas that could benefit from collaboration across Division 1000.</p> <p>2.4.3 Develop a business rhythm for DC assignments to provide growth opportunities and help inform national policy.</p>

STRATEGIC THEME 3: *Collaborative Environment.*

We will strive for a self-aware, truly collaborative working environment that bridges Sandia's many cultures.

GOAL	GOAL DESCRIPTION	ACTIONS
3.1	Assess our division culture of collaboration to answer key questions	<p>3.1.1 Who partners with whom and why?</p> <p>3.1.2 What characterizes the most productive collaborations?</p> <p>3.1.3 What are the barriers to a more collaborative environment and how can we lower them?</p>
3.2	Identify specific steps leaders can take to increase collaboration and create "distributed leadership networks"	<p>3.2.1 Initiate new activities/ coordinate existing activities to increase awareness of work in and beyond the division.</p> <p>3.2.2 Demonstrate our commitment with leadership participation in these events/activities. Set the example.</p>
3.3	Accelerate our own development as leaders	<p>3.3.1 Following the lead of the Division 1000 directors in establishing a relationship with a professional coach in FY15, most of the senior managers will do so in FY16.</p> <p>3.3.2 Each center will evaluate the current state of formal coaching or mentoring activities within the center, compare across the division, and develop a three-year coaching/ mentoring plan/strategy that includes FY16 coaching/ mentoring for one-third of center members for whom it would be beneficial.</p> <p>3.3.3 Each center will evaluate the current state of management training activities (past and present), compare across the division, and develop a three-year management training plan/ strategy that includes FY16 training for half of center managers for whom additional training would be beneficial.</p>
3.4	Cultivate collaboration and inclusion in our daily work environment	<p>3.4.1 Select two or three teams that will be formed in FY16 to prototype "in situ learning" test beds, and develop and implement execution plans for each team.</p> <p>3.4.2 Implement universal management training in Effective Leadership of Inclusive Teams (ELOIT) across the division.</p>